

20 February 1998



Financial Management

**AFRC FINANCIAL MANAGEMENT
COMMITTEES**

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OPR: HQ AFRC/FMAP (Ms Debra Martin)
Supersedes AFRESI 65-602, 26 April 1996

Certified by: HQ AFRC/FM (Col Edward S. Jones)
Pages: 18
Distribution: F; X: HQ AFIS/IMP and AUL/LSE

This instruction implements AFRPD 65-6, Budget, paragraph 1.6.3. It defines staff responsibilities for financial planning/management and execution of allocated funds. It also provides instruction on financial management board (FMB) and financial working group (FWG) participation, method of requesting and approving program changes between scheduled FMB/FWG meetings, and outlines the administration of command funded programs (operating budget account numbers [OBAN] 6251, 6252, 6253, 6256, and 6510), and the HQ AFRC account OBAN 6295. This instruction applies to Headquarters Air Force Reserve Command (HQ AFRC), all numbered air forces (NAF), Headquarters Air Reserve Personnel Center (HQ ARPC), and Headquarters United States Air Force Reserve (HQ USAF/RE).

SUMMARY OF REVISIONS

This revision changes AFRES to AFRC; changes the title of the NAF financial management staff specialists (FMSS) to NAF/Financial Advisors; adds three new members to the FWG; updates FMB advisory membership; changes title of Chief, Accounting and Finance Division (Advisor) to Chief, Financial Services Division; and changes DBOF-T to transportation working capital fund (TWCF).

1. Background Information. Financial management is a responsibility and function of command. The commander, in carrying out these responsibilities, should focus the efforts of the entire staff to plan, direct, coordinate, and review financial programs. This is accomplished first by delegating budgeting responsibilities for specific areas of financial requirements to designated staff agencies (resource managers) and secondly, by appointing committees to coordinate the efforts of the staff and recommend actions to the commander.

2. Command FMB Membership. The command FMB is made up of senior managers who serve as agents of the commander. Voting and advisory members are shown in attachment 1 and attachment 2, respectively.

2.1. Responsibilities of Members. Members consider the needs of the entire command rather than only those of their functional areas. The responsibilities of each functional area are shown at attachment 3. In carrying out these responsibilities, members need to:

2.1.1. Check and validate all command FWG financial recommendations to ensure consideration of all command requirements and policies.

2.1.2. Resolve problems when the command FWG has not been able to reach coordinated solutions.

2.1.3. Establish program trade-offs when available resources are insufficient to cover total needs.

2.1.4. Direct other financial management actions to the command FWG as necessary.

2.2. Scheduling. The chairperson calls meetings, at a minimum, four times per fiscal year (FY) (see attachment 4). Additional meetings may be called at the discretion of the chairperson. The Director of Financial Management (FM), in coordination with HQ USAF/REC, should make arrangements for these meetings. The FM staff, with participation of HQ USAF/REC, conducts an FMB pre-brief for the AFRC/CC/CV.

2.3. Recorder Services:

2.3.1. Core agenda items are reflected in attachment 5. Any changes to the core agenda should be provided to the members at least 3 days before each meeting.

2.3.2. AFRC/FMA records, publishes, and distributes the minutes of FMB meetings and provides each member a copy.

3. Command FWG Membership. The command FWG is subordinate to the command FMB and is made up of middle managers who serve as agents of the commander, as shown in attachment 6.

3.1. Responsibilities of Members. Members need to look at the broad spectrum of command requirements rather than their own functional areas. In carrying out the primary functions of financial management, members should:

3.1.1. Review USAF program guidance related to the AFRC mission.

3.1.2. Validate requirements of functional area financial managers for submission in the annual financial plan.

3.1.3. Prepare proposed funding distribution based on approved programs ensuring the best possible balance between total dollar needs and availability. The working group recommends distribution of funds by category.

3.1.4. Provide the command FMB with budget estimates, program costs, fund distribution proposals, and status of approved programs for its review and action.

3.1.5. Perform other duties as directed by the command FMB.

3.2. Meetings and Agenda. The chairperson calls meetings, at a minimum, four times per FY. The core agenda items are reflected in attachment 5. FMA provides any changes to the core agenda items in writing to each member at least 3 workdays before the meeting. If a member is unable to attend, he or she designates an alternate who is authorized to act for and commit his or her staff agency in recommendations to the command FMB.

3.3. Recorder Services. FMA records, publishes, and distributes minutes of FWG meetings and provides each member a copy.

3.4. Commanders' Responsibilities. We encourage representatives of the numbered air force commanders (NAF/CC), the Air Reserve Personnel Center commander (ARPC/CC), Headquarters Air Force Reserve Command (HQ AFRC), and Headquarters United States Air Force Reserve staff (HQ USAF/RE), to discuss issues with the FM staff, if necessary, following the FWG but prior to the FMB to address any major areas of concern.

3.5. NAF Financial Advisors' Responsibilities. Each NAF Financial Advisor should design, establish, and maintain an integrated financial management system (for subordinate units) that is used to analyze financial management data and ensure effective development and execution of financial programs. The NAF Financial Advisors should attend the FWG, meet with their NAF/CC, identify any areas of concern prior to CCs meeting with HQ AFRC/FM staff, and attend the command FMB. The NAF Financial Advisors are the chief advisors to the NAF/CCs concerning their unit's financial matters.

4. Processing/Approving Changes Between Scheduled Command FWG/FMB Meetings:

4.1. If changes to command financial programs are required between scheduled meetings, members should submit an AF Form 1768, **Staff Summary Sheet**, coordinated with all applicable staff offices, transmitting a memorandum detailing complete justification. The justification needs to include alternate funding methods explored and suggested source for funding. The entire coordinated package should be submitted to AFRC/CV, who recommends approval/disapproval to the commander, AFRC/CC.

4.2. If the staff request is approved, the originating office provides AFRC/FMA with a copy of the approval package. AFRC/FMA realigns funding within 10 working days of receipt of the approved package.

5. Additional Financial Management Responsibilities. The AFRC staff shown in attachment 1, attachment 2, and attachment 6, which include the membership of both the command FMB and FWG, constitutes the minimum framework of AFRC financial management. The following additional responsibilities apply to the staff offices listed in attachment 3:

5.1. According to AFI 65-601, *Budget Programming and Financial Management*, and resource management system (RMS) objectives, all staff offices listed are required to appoint a command resource advisor (CRA) to monitor command-wide funds in their functional area. This person is the liaison with AFRC/FMA and assists in the formulation of the budget. The chief of each AFRC staff office provides the name of the CRA in writing to AFRC/FMA upon initial appointment and as changes occur. The CRA ensures all actions accomplished are coordinated on or signed at the applicable directorate level. The CRA:

5.1.1. Reviews and validates/updates budget estimates that have been submitted by field units in their functional areas.

5.1.2. Works with FMA on processing changes in requirements during the execution phase of the budget.

5.1.3. Coordinates on messages/letters emanating from FMA, or any applicable staff function, to applicable field units which recommend/direct changes in funding policy associated to the CRA's area of responsibility.

5.2. Each applicable AFRC staff function is responsible for all known program changes, conversions, etc., about which the affected units have not been fully informed. All actions which impact AFRC funds should be budgeted for in command financial plans. The AFRC/Financial Analysis Operation and Maintenance Branch (FMAO) for O&M, the AFRC Financial Analysis Reserve Personnel Appropriations Branch (FMAR) for RPA, and the AFRC/Financial Analysis Procedures and Funds Control Branch (FMAP) for all other appropriations should be notified as early as possible whenever unbudgeted or unfunded requirements surface.

5.2.1. The command FWG reviews requirements and makes recommendations to the FMB. Except as provided for in paragraph 4, the FMB reviews and approves/disapproves funding of new requirements and determines the source of funding or reprogramming actions.

5.3. Appointment as CRA or membership in either the command FMB or FWG does not confer the authority to directly authorize or approve the obligation of funds.

5.4. Authority to certify availability of funds is vested solely in the host accounting office or persons designated by that office.

5.5. Except as provided for in paragraph 4.1, the distribution of funds to Air Force Reserve activities is determined by the command FMB.

6. AFRC Command Programs (OBAN 51):

6.1. Certain programs are centrally funded since they are applicable to several or all AFRC units. Funding authority is loaded into the accounting system and serviced by the DFAS-Dayton Operating Location (OpLoc). The appropriate staff resource manager monitors programs such as those shown in attachment 7. This responsibility includes:

6.1.1. Certifying on Standard Forms (SF) 1080, **Voucher for Transfers Between Appropriations and/or Funds**, that services and/or materials were received by Air Force Reserve organizations.

6.1.2. Reviewing applicable financial management reports during the FY to determine if obligations are on target with program.

6.1.3. Assisting the OBAN 51 financial analysis officer in the AFRC Procedures and Funds Control Branch (FMAP) in establishing a miscellaneous obligation reimbursement document (MORD) for a given fiscal period. This is especially critical during the fourth quarter of the FY when it is known that billings or other obligating documents will not be processed before the end of that quarter.

6.2. When a centrally funded program is established, AFRC/FMAP advises the applicable command resource manager of the funding procedures, accounting codes, etc. After a particular program is established, AFRC/FMAP assists command resource managers with any problems related to the Dayton OpLoc and provides monthly management accounting data to them for monitoring each program.

7. AFRC Command Reimbursement Program (OBAN 52) . This program monitors reimbursements from gaining MAJCOMs earned by HQ AFRC for aircraft overwater airlift missions, overflights, and trans-

portation working capital fund (TWCF) shipments. Funding authority is loaded into the accounting system and serviced by the Dayton OpLoc. The appropriate staff resource manager monitors programs such as shown in attachment 7. This responsibility includes:

- 7.1. Quarterly written certification of services rendered.
- 7.2. Reviewing applicable flying hours and financial management reports during the FY to determine if obligations and/or payments are on target with program.
- 7.3. Assisting the OBAN 52 financial analysis officer in AFRC/FMAP in establishing MORDs for a given fiscal period and ensuring the reimbursements are recorded in the appropriate element of expense where they are earned.

8. HQ Air Mobility Command (AMC) Contingencies (OBAN 53). This program is used within HQ AFRC to manage reimbursements for AMC contingencies.

9. HQ AFRC Account (OBAN 95):

9.1. Each AFRC staff office monitors costs related to operation of its functional area in the AFRC headquarters. These costs and related funding are collected in the HQ AFRC account (OBAN 95). This includes:

- 9.1.1. Estimating staff TDY requirements, management of approved TDY dollars, and all other costs relating to day-to-day operations of applicable HQ AFRC office.
- 9.1.2. Certain unique programs (such as communications-computer equipment centrally managed for the command and Reserve recruiting advertising contracts).
- 9.1.3. Reserve squadrons, a mission support flight, and an aeromedical staging flight collocated on Robins AFB.

9.2. Each director and head of special staff office (responsibility center manager) who does not personally monitor his or her financial program should appoint a resource advisor (RA) to perform the above tasks. Provide the name of the RA in writing to AFRC/FMAPH upon initial appointment and as changes occur. (RAs for OBAN 95 may or may not be the same as those appointed according to paragraph 5.1). Specific RA responsibilities are contained in AFI 65-601, volume II, *Budget Management for Operations*. It is critical that directors are kept abreast of their operation and maintenance (O&M) budgets. Responsibility center managers (RCM) must work closely with their appointed RA, who is their liaison with the HQ AFRC budget staff. All correspondence regarding financial plans, operating budget submissions; AF Forms 9, **Request for Purchase**; AF Forms 616, **Fund Cite Authorization**; DD Forms 448, **Military Interdepartmental Purchase Request**; reprogramming actions, etc., must be signed or coordinated on by the directors or assistants.

9.3. A resource management board composed of appointed RAs and/or heads of each staff agency should meet at least once each fiscal quarter to plan and review financial programs related to the headquarters account. This committee, the HQ AFRC Resource Management Board (RMB), is chaired by the HQ AFRC Assistant Vice Commander. The chairperson should notify members of the meetings and provide an agenda at least 3 workdays before the meeting. Specific responsibilities of the board are:

- 9.3.1. Validate annual and quarterly requirements for submission to AFRC/FMA and inclusion in the AFRC command budget.

9.3.2. Validate distribution of funding authorization by element of expense/investment code (EEIC) based on approved program.

9.3.3. Review status of funds, approve funds realignment actions, and validate and set up priorities for unfunded requirements to be submitted to AFRC/FMAO/FMAR for review by the FWG and FMB.

9.3.4. Recorder Services. The OBAN 95 financial analysis officer records, publishes, and distributes minutes of RMB meetings and provides a copy to each member.

9.4. Training. AFRC/FMAP provides initial resource management training to newly appointed RAs and follow-on training to all members as required.

DAVID S. SIBLEY, Brig Gen, USAFR
Assistant Vice commander

Attachment 1

COMMAND FMB VOTING MEMBERSHIP

The Command FMB voting membership is as follows:

Commander, HQ AFRC (CC), Chairperson

Vice Commander, HQ AFRC (CV)

Director of Operations (DO)

Director of Personnel (DP)

Director of Logistics (LG)

Director of Plans (XP)

Director of Civil Engineering (CE)

Director of Financial Management (FM)

Commander, HQ ARPC (CC)

Comptroller, Air Force Reserve (HQ USAF/REC)

Director of Programs and Resources, Air Force Reserve (HQ USAF/REX)

Director of Operations & Requirements (HQ USAF/REO)

Commander, HQ 4th AF (CC)

Commander, HQ 10th AF (CC)

Commander, HQ 22nd AF (CC)

Non-Voting: Recorder, Chief, Financial Analysis Division (HQ AFRC/FMA)

Attachment 2

COMMAND FMB ADVISORY MEMBERSHIP

The Command FMB advisory membership is as follows:

Director of Communications and Information (SC)

Director, Security Forces (SF)

Director, Health Services (SG)

Director of Recruiting (RS)

Staff Judge Advocate (JA)

Inspector General (IG)

Director of Services (SV)

Policy Integration, (HQ USAF/REI)

Attachment 3

FUNCTIONAL AREA RESPONSIBILITIES

A3.1. Director of Logistics (LG):

A3.1.1. O&M Air Force Reserve (Appropriation 3740):

- Rental of vehicles
- Contractual maintenance of motor vehicles
- Transportation of materiel
- Nontemporary storage
- Contract technical services
- Contractual maintenance of equipment
- Aviation Petroleum, Oils & Lubricants (AVPOL)
- Depot Level Repairables (DLR)
- Nonmedical supplies and materiels
- Nonmedical equipment
- Depot Purchased Equipment Maintenance (DPEM)
- Other Depot Purchased Equipment (Non-Reimbursable)
- Chemical Warfare Defense Equipment (CWDE)

A3.1.2. Other Procurement (Appropriation 3080):

- Investment equipment, nonmedical

A3.1.3. Reserve Personnel Appropriation (RPA) (Appropriation 3700):

- Purchased special assigned airlift mission (SAAM)
- Other as required

A3.1.4. Reserve Equipment (Appropriation 0350) (for equipment authorization):

A3.2. Director of Operations (DO):

A3.2.1. O&M, AFR (Appropriation 3740):

- Counterdrug Program
- Flying-hour forecasts, DLRs & AVPOL cost projections
- Temporary duty (TDY) (related to Operations & Training - Flying)
- Range use
- Exercise/deployment schedule projections
- Transportation proficiency

Aerial Port Proficiency School

A3.2.2. RPA (Appropriation 3700), as required:

Exercise/deployment schedule projections

Transportation proficiency

Aerial Port Proficiency School

A3.2.3. Reserve Equipment (Appropriation 0350): As applicable.

A3.2.4. Commercial Ticketing for JCS exercises (Appropriation 0100).

A3.3. Director of Civil Engineering (CE):

A3.3.1. O&M, AFR (Appropriation 3740):

Leased real property & temporary trailer rentals

Purchased utilities

Facility projects by contract

SABER contracts

In-house projects exceeding minimum dollar amount established (tenant units)

Real property installed equipment (RPIE)

Custodial services

Architectural & engineering (A&E) services

Rental of CE equipment

Utility fuels

Engineering & services supplies

Commercial laundry

Other engineering services/contracts

Base engineering automated management system (BEAMS) reimbursements

Regional equipment operators training site (REOTS) (also applicable to RPA)

Prime BEEF AFCESA mobility exercises (also applicable to RPA)

Environmental compliance

A3.3.2. O&M, Air Force (Appropriation 3400):

Program Element Code (PEC) 78008 - Defense Environmental Restoration Account (DERA)

PEC 78054 - Pollution prevention

PEC 78056 - Hazardous Waste Management Disposal

PEC 91296 - Forest Management

A3.3.3. Military Construction Program (MCP), AFRC (Appropriation 3730).

A3.3.4. RPA (Appropriation 3700): As applicable.

A3.3.5. Federal Energy Management Program (Appropriation 0100).

A3.3.6. Real Property Maintenance--Quality of Life (Appropriation 0839).

A3.4. Director of Personnel (DP):

A3.4.1. O&M, AFR (Appropriation 3740)

Civilian Pay

Civilian strength forecasts

Civilian overhire authorizations

Civilian PCS moves

TDY costs related to civilian training

Personnel services and related costs

Education services for civilian personnel

Education services for military personnel

Cash awards to military personnel

Cash awards to civilian personnel

Command retention function

A3.4.2. RPA (Appropriation 3700): As applicable for military personnel.

A3.5. Directorate of Plans (XP):

A3.5.1. O&M, AFR (Appropriation 3740)

Programming Actions

Manpower programs and forecasts

Other contractual services involving labor

A3.5.2. RPA (Appropriation 3700): As applicable.

A3.5.3. Other Procurement (Appropriation 3080):

Fast Pay Back Capital (FASCAP) investment items

A3.5.4. O&M, Air Force (Appropriation 3400):

PEC 91215 - Productivity Enhancement

A3.5.5. Reserve Equipment (Appropriation 0350): OPR for HQ AFRC.

A3.5.6. Base Realignment and Closure (BRAC) (Appropriation 0510).

A3.6. Director of Health Services (SG):

A3.6.1. O&M, AFR (Appropriation 3740): All medical.

A3.6.2. Other Procurement (Appropriation 3080):

Medical investment equipment

A3.6.3. RPA (Appropriation 3700): As applicable.

| A3.7. Director of Communications and Information (SC):

A3.7.1. O&M, AFR (Appropriation 3740)

Printing and reproduction

Rental of office equipment

Rental of mail metering equipment

Postage and meter mail

Rental of communications-computer equipment

Communications-computer systems contractual services

Communications-computer systems management

Contract maintenance of government-owned communications-computer equipment

Audiovisual education/presentation services

A3.7.2. O&M, Air Force (Appropriation 3400):

PEC 33151 - WWMCCS

A3.7.3. RPA (Appropriation 3700): As applicable.

A3.8. Office of Public Affairs (PA):

A3.8.1. O&M, Air Force (Appropriation 3400):

PEC 91515 - Contingency funds; field functions

A3.8.2. RPA (Appropriation 3700): As applicable.

A3.9. Director of Financial Management (FM):

A3.9.1. O&M, AFR (Appropriation 3740):

Rental of other equipment

Reimbursements to other services

Miscellaneous contractual services (airport user fees, registration fees, IMPAC, etc.),
excluding recruiting

advertising contracts

Travel/transportation

Contract-operated installations

DLRs (jointly with LG/DO)

AVPOL (jointly with LG)

Chemical Warfare Defense Equipment (CWDE) (jointly with LG)

Environmental Compliance (EC) (jointly with CE)

OBAN 95 - Headquarters account

OBAN 51 - Command programs

OBAN 52 - Command reimbursements

OBAN 53 - AMC contingencies reimbursements

OBAN 56 - Reserve Systems Requirements

A3.9.2. O&M, Air Force (Appropriation 3400):

PEC 33151 - Worldwide Military Command and Control System (WWMCCS)
(jointly with SC)

PEC 78008 - DERA (jointly with CE)

PEC 78054 - Pollution prevention (jointly with CE)

PEC 78056 - Environmental compliance (jointly with CE)

PEC 91215 - Productivity enhancement (jointly with XP)

PEC 91296 - Forest management (jointly with CE)

PEC 91515 - Contingency funds (jointly with PA)

A3.9.3. Reserve Equipment (Appropriation 0350) (Jointly with DO, LG, XP):

OBAN 92 - Fund Code YR

A3.9.4. RPA (Appropriation 3700) SAAMS (jointly with LG).

A3.10. Director of Recruiting (RS): Manager for all financial programs pertaining to Recruiting.

A3.11. Director of Services (SV):

A3.11.1. O&M, AFR (Appropriation 3740) and RPA (Appropriation 3700):

Mortuary services

Contract lodging

Transient quarters charges

Contract KP services

Prime RIBS school

Attachment 4
FMB/FWG ANNUAL SCHEDULE

September Initial distribution

November Hot Wash (prior FY)

March Status of funds and Midyear Review, including Unfunded Requirements (UFRs)

May Status of Funds and Financial Plan Review

July Status of Funds, Operating Budget (OB) Year Review, and Close-out Authority

Attachment 5

FMB/FWG CORE AGENDA ITEMS

A5.1. O&M (direct and reimbursements):

A5.1.1. Budget Activity 01:

Civilian Pay

Depot Maintenance (including Depot Purchased Equipment Maintenance [DPEM])

Depot Level Reparable (DLR) Program

AVPOL

A5.1.2. Budget Activity 04:

HQ USAF/RE Programs

HQ AFRC

ARPC Programs

Numbered Air Forces (NAF)

A5.1.3. NAF Breakout.

A5.1.4. AFRC Commodity Breakout.

A5.2. RPA:

A5.2.1. Budget Activity Codes (BAC) 1 and 2:

Unit Programs

IMA Program

Full-time Active Duty Program

ROTC Program

NAF Breakout

Attachment 6

COMMAND FWG MEMBERSHIP

Each directorate listed as a voting/advisory member of the FMB in attachment 1 and attachment 2 will appoint a primary and alternate member to serve on the Command FWG. Suggested membership is as follows:

Chief, Financial Analysis Division (FMA), Chairperson
Civil Engineering Resource Manager (CER)
Chief, Operations Training Division (DOT)
Chief, Personnel Directorate (Executive Officer) (DPE)
Chief, Financial Services Division (FMF) (Advisor)
Chief, Resource Management Branch (LGSM)
Director, Recruiting (RS)
Chief, Programs and Budget Branch (SCPP)
Chief, Medical Logistics Branch (SGSL)
Chief, Security Forces Plans & Programs Division (SFX)
Chief, Services Programs Division (SVP)
Chief, Manpower & Organization Division (XPM)
Budget Division, Air Force Reserve (HQ USAF/RECB)
Programs and Resources (HQ USAF/REX)
Operations and Requirements, Air Force Reserve (HQ USAF/REO)
Chief, Resource Management, HQ ARPC (RM)
Chief, Customer Assistance, HQ ARPC (DR)
NAF Financial Advisors (HQ 4 AF/10 AF/22 AF/FM)
Recorder: Chief, Financial Analysis Division (HQ AFRC/FMA)

Attachment 7

SAMPLE LIST OF COMMAND FUNDED PROGRAMS (OBANs 6251, 52, 53, 56, AND 6510)

PROGRAM	STAFF RESOURCE ADVISOR
AFRC Medical Readiness Training	Directorate of Health Services (SG)
Air Combat Maneuvering Instrument (ACMI) Training	Directorate of Operations (DO)
Airlift Services	Directorate of Operations (DO)
Citizen Airman Magazine	Public Affairs (PA)
Combat Information Transport System (CITS)	Directorate of Communications and Information (SC)
Command-directed Environmental	Directorate of Civil Engineering (CE)
Common Avionics Integration Studies	HQ USAF/REO
Contingencies JCS Exercises	Directorate of Operations (DO)
Contractor Engineering & Technical Services (CETS)	Directorate of Logistics (LG)
Coronet Oak/SOUTHCOM	Directorates of Operations (DO)
Cyber Warrior Integration Studies	HQ USAF/REO
Defense Message System (DMS)	Directorate of Communications and Information (SC)
Digital Terrain Integration Studies	HQ USAF/REO
EC Road Map Studies	HQ USAF/REO
Emblems, Shields, & Flags	Directorate of Historical Services (HO)
Engineering and Installation (E&I)	Directorate of Communications and Information (SC)
Flight Simulator Training (C-130, C-141, MH-60G)	Directorate of Operations (DO)
Global Decision Support System (GDSS)	Directorate of Communications and Information (SC)
High Angle of Attack (AOA)	Directorate of Operations (DO)
Insurance Claims & Indemnities	AFPOA/DPM
Intelligence Support to Training	Directorate of Intelligence (IN)
Operations & Plans (ISTOP)	
Local Area Network (LAN)/Wide Area	Directorate of Communications and Information (SC)

Network (WAN) and ADPE Support	HQ USAF/REO
Multi-Task Training Center	Professional Development Center (QI)
NCO Leadership Development Training	Directorate of Operations (DO) and Directorate of Logistics (LG)
OCONUS Travel for APS & Maintenance	Directorate of Communications and Information (SC)
Patriot Vision	HQ USAF/REO
PC Mission Planning	Directorate of Personnel (DP) and Directorate of Recruiting (RS)
PCS (Statutory Tours)	Directorate of Communications and Information (SC)
Phase IV (Computer contract)	Directorate of Logistics (LG)
Propellant Nitrogen & Gaseous Argon	Directorate of Personnel (DP)
Relocation Services	HQ USAF/REO
Reserve Administration/Overhead at AATC	Directorate of Personnel (DP)
Statutory Tour Development Training Studies	Directorate of Communications and Information (SC)
T-NET	Directorate of Logistics (LG)
Transportation Working	
Capital Fund (TWCF) Shipments	Directorate of Operations (DO)
Utah Test & Training Range	Directorate of Operations (DO)
Wild Stallion Exercise	